



Knowledge Management and Its Challenges in Organization

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ABSTRACT

This investigation concerns with the consideration of factors underlying the effectiveness. The purpose of this article is to tract the effectiveness of organizations through knowledge management process. Without doubt knowledge acquiring is critical as one of main titles in knowledge-based organizations in which knowledge is the basic asset and the basic strategy of the business and benefiting of the assets of organization. This paper after explanation of knowledge management, and various types of knowledge needed in an organization, outlines the identification of approaches and extraction of knowledge in organization by need analysis and knowledge acquisition tools and methods, essential and importance of knowledge acquisition and experience. The particular aim of the paper is knowledge acquisition stages and exchanging the implicit knowledge to the explicit one for synergy of other stages of knowledge management which is of particular importance; as a result it has a significant influence on effectiveness of organizations. Therefore, this research throughout of literature review and the concept of knowledge acquisition and experience, tries to show the correlation between knowledge and effectiveness of organizations.

Keywords Knowledge Management; Effectiveness; Tacit Knowledge; Explicit Knowledge.

INTRODUCTION

The present era is the era of deep technological transformation. The age that, it's intellectual structure is packed with getting more information, and attention to participation of creative and knowledgeable man power instead of functional human resources. As a result, alert managers try to use more and better tools called knowledge to encounter and deal with agents of unreliability, maintain position and create innovation and creativity, to develop competitive arena. It is required, the organization with honoring the knowledge management and mutually creativity and innovation management, takes it as a strategic and necessary requirement to be a pioneer in competitiveness arena, among its priority programs. In fact, the innovation management is a kind of process which creates obvious through the composition and integration of various parts of knowledge. In this direction, application of tacit knowledge would have significant effect on companies function as a basic stimulus in success of innovation process. In this era, too much effort has been spent to structure and reengineering the process and

also reducing the cost for companies' profit. Therefore, it's time to the renewal of their output by innovation. So special importance and high position in organization has been given to creativity, thinking and new thoughts by managers and organizational staff. Nowadays, in this competitive world those organizations are successful and can survive which are continuously applying new thoughts and views. Certainly, nowadays knowledge is the most important competitive tool in the present and future markets. Peter Draker in his Management in the 21st Century says that: global knowledge doubles every seventy days. Probably, systematic decay of the human resources is more complicated than monitoring other sources and affairs of the organization.

The fundamental purpose of research is increasing the effectiveness of organizations through management of knowledge, emphasis on knowledge acquisition role and experience as a main process and the heart of knowledge management in organizations.

LITERATURE REVIEW

This section of article reviews the foundation of management knowledge, cognition of organization, knowledge acquisition and briefly explains the implications.

KNOWLEDGE MANAGEMENT

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In the case of knowledge management various definitions have been expressed each of which clarifies aspects of this subject; here some examples of definitions are given:

Dagfouse: knowledge management contains official processes, monitoring, creativity, coding, distribution and power of knowledge in organization and the main purpose is to insure that required knowledge is achieved in appropriate time, so that the ability to make in time and right decisions is possible for them. (Daghfous and Abdelkader 2003)

Henry and Hidipse cited that knowledge management is a system that controls the public knowledge assets all over the system (explicit knowledge and tacit knowledge) and it is a spiral process which includes identification, validation, storage and processing knowledge to be available for staff and the result is the following:

Reuse of knowledge by others for similar requirements

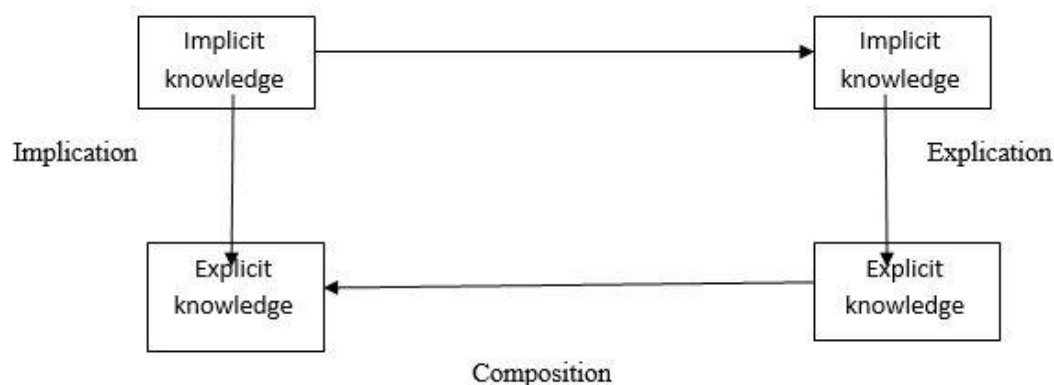
Knowledge elimination because of lack of credibility

Transformation and creation of new form of knowledge (Henry, 2003)

KNOWLEDGE FORMS

Nonaka named two types of knowledge explicit and tacit and distinguished them. In fact, these two are two sides of the same coin and forms the collection of knowledge, so organizations need both forms of knowledge to progress and compete in the knowledge based era.

EXPLICIT OR CLEAR KNOWLEDGE



KNOWLEDGE MANAGEMENT PROCEDURE

According to various dimensions of knowledge management that gather around each other, Jushapara, describes it in a figure of four-link-chain: effective learning procedures that are along with creation, organizing, exchanging knowledge (whether implicit or explicit) through suitable usage of technology and academic environment which promotes the wise organizational investment and improves its function (Jashapara, 2004).

For the first time Nonaka and Takoochi (1995) in their book "the knowledge-creating organization" claimed that so far few managers have succeeded to understand the concept of knowledge management, because they mostly incorrectly understand knowledge and its application. From Herbert Simon and Fredric Tyler "the organization was seen as a processing machine, for this reason the only useful knowledge seemed formal and systematic or complicated one".

Organizational procedures, soft wares, movies, organizational reports and so on, this type of knowledge can be processed by computers easily, electronically transmitted and stored in the databases. Here, indexes of measurement are complicated and countable, increasing efficiency, low cost or increasing the returned investment (Suri, 1385).

IMPLICIT OR TACIT KNOWLEDGE

Implicit knowledge can include a collection of experience, qualifications, application views, valuable and subjective system within individual that can not be expressed and is not saved in any database but it's placed inside the human mind and form his activities (Gorbanzade and Khaleginia, 1388, 85-105 p)

Implicit knowledge has two dimensions:

First, technical dimension, which covers the personal qualifications and is interpreted as technical knowledge.

Second, it depends on awareness which contains beliefs, values, spiritual and characteristical patterns. (Afraze, 1384)

Knowledge creation: it turns back to learning ability and relationship. Expansion of this quality, experience, knowledge share, creation of relationship between ideas and construction of intersection relationships with other subjects, are of key importance.

Sue, Dvini and Midggali suggest a five dimensional pattern for knowledge creation procedure:

Achieving information and knowledge from Communication Networks,

Integrating of explicit and explicit knowledge,

Creating of new knowledge from functional information and knowledge for problem solving,

Influencing of new knowledge over innovation and company's function,

Performing the role of personal and organizational factors among the whole organization (Sue and et. al, 2002)

ORGANIZING AND STORAGE

This is the second required element of knowledge management. This organized storage ability makes possible the fast research of information, availability of information to the other employees and effective knowledge share, in this system the essential knowledge must be saved for public usage.

SHARE AND EXCHANGE OF KNOWLEDGE

This process develops the union soul that contributes to individuals follow their common purpose as colleagues, feel connection in their activities together.

The third step in knowledge management procedures is transimission of knowledge. Through this an organization distributes the information among its members by this way promotes learning and knowledge or creates a new conception. (Sarлак, 1386)

KNOWLEDGE APPLICATION

Fourth process takes its root from this idea that knowledge creation is practicable by new knowledge, this element, completes the central process of knowledge management. The final object of knowledge management is applying knowledge to improve the organizational function. Most authorities consider this step as the most particular in this process, because the advantage in competition does not depend upon the enormity of knowledge, but on its application within organizational decisions and procedure. While personnel are apply the best experience to new successes to improve their function, these experiences are used to modify and enhance a newer collections of experiences.

COGNITION OF ORGANIZATION

This step, first of all, is an overall cognition of an organization, and introduction of its aim, view and organizational operation to knowledge acquisition. To achieve these goals it is essential to hold a meeting of organization's leaders and management, and explain the concepts which are related to knowledge, knowledge management and knowledge acquisition. In this stage, the emphasis is on recognition process of knowledge sources and its flow in organization. During these meetings leaders and managers expectation of knowledge acquisition should be considered. They should present the whole existing information in organization including organizational diagram, working

processes, place of employment and information infra-structures.

Organization recognizing if formed in two ways:

A. GENERAL COGNITION OF ORGANIZATION

- Organizational structure cognition (considering the extend of compliance with knowledge structures)
- Surveying of organization strategic program (to extract organization strategies)
- Surveying of strategic data of technical information for migration of knowledge acquisition

B. ORGANIZATION'S COGNITION CONSIDERING THE STATE OF KNOWLEDGE

- Surveying of the organization expectation from knowledge acquisition (interview)
- Surveying of advantages and disadvantages of knowledge acquisition in organization (fieldwork)
- Extracting of knowledge fields

Therefore, after assessing the knowledge state, its sources, knowledge scopes, scopes' experts and the key experts can be identified.

1-2- ORGANIZATIONS' VARIOUS REQUIRED KNOWLEDGE

As usual managers try and focus on optimization of processes and challenge to reconstruct the structure to reintegrate and control them through managing the man power and project. So, knowledge in organization is beneficial to correction or problem solving, procedures, projects or in guiding the individuals.

Application of different required knowledge in a variety of management levels can be categorized like in following table.

Table 1: Variety of different required knowledge in organization

Required knowledge	Purpose
Structure's knowledge	Changes in structure
Process knowledge	Optimization process
Man power knowledge	Man power management
Project knowledge	Speciality integration
Guiding knowledge, monitoring	Recognizing of beneficial plans

Source of man power: this knowledge considers competences and abilities of domestic partners and about the organization's scope of work it contains infor-

mation related to partner institutes, competitors, customers, potential clients and external experts.

Knowledge of process: through this kind of knowledge, analysis of the employment process and then, their optimization is gained. In this field usually change of working currents and creation of new forms of communication and process occur.

Guiding knowledge: it is the organization's reaction knowledge about cognition and the way of goal achievement which depends on the collective comprehension and is located within the implicit knowledge's scope.

KNOWLEDGE ACQUISITION

This article briefly explains the acquisition, recognition and extract of existing knowledge in organization and tools of knowledge acquisition and experience.

1-3- KNOWLEDGE ACQUISITION DESCRIPTION

Yuan and Richard (1993) count the knowledge acquisition as acquisition knowledge from experts and knowledge documents. Knowledge acquisition contains positive activity and record retention of experts' knowledge and construction of computer knowledge base and contribution to the performance of organization's activities in different ways.

Hava (2008) presents knowledge acquisition in five processes which includes knowledge extraction, collection, analysis, modeling and validation.

It is understood from various definitions, to advance knowledge acquisition, first the organization should be identified then knowledge from knowledge source of organization be extracted, and a knowledge base established, to benefit all. Thus, this research conducted to introduce a pattern in getting organization knowledge, which follows with methods, equipments and knowledge acquisition processes.

2-3- IDENTIFICATION AND EXTRACTION OF KNOWLEDGE IN ORGANIZATION

A) Organization analysis and knowledge map's drawing

One important step in identifying the organization knowledge sources is its analysis. To gain this purpose, first, we should concern with need analysis of organization knowledge, next identify the organization's knowledge inventories.

NEED ANALYSIS OF KNOWLEDGE

The significant aim of this step is identification of the existence of the exact and explicit and required knowledge in individuals and groups in organization, to achieve the goals. Organizations should clarify their strategic goals and consider required knowledge through comparison with knowledge inventories. Organization's selection strategies which relate to technology, market, productions, services and processes have a direct relation with knowledge, required qualification and competences in the competition market. Tiwana (2002) composed below diagram to explain the relationship between strategies and knowledge.



ANALYSIS OF GAP IN LEADERSHIP KNOWLEDGE

The distance between what a businesses should do to compete and what already have done, expresses a strategic gap. Behind each strategic gap a potential

knowledge gap is hidden. It means, through consideration of a gap between what a business should do for competition and what can do. Probably there are also other gaps between what the business should know to apply its own strategy and what already knows.

Knowledge need analysis can also measure the required skills and competences of organization, education and progress opportunities, culture and atmosphere of organization, like individuals insight about knowledge share, the spirit of teamwork, individuals cooperation, colleagues relationship with directors and

Organization can analyze the gap by drawing knowledge success map. The gap which is located between what the organization should do for competing and it what actually does is a strategic gap (function). Maybe, there is a knowledge gap in what the organization should do to perform its own strategies.

Knowledge map, in addition to functional increase in solving the organization's problems by introducing experts of any knowledge scope, enables the new employees to get information through a study of knowledge scopes, presented experts, organizational culture, employment processes and

After conducting the knowledge map, the below questions would be recognizable:

1. Who are the most active people?
2. Which redundancies happen in different sections of organization?
3. What is the distance between knowledge sources and their users?

ANALYSIS OF KNOWLEDGE STOCK

In fact, accountancy for knowledge resources of organization is recognition and determination of the location of properties and knowledge sources all over the organization. This counting process includes indexing and categorizing implicit and explicit knowledge in organization. (Khabazy and Amani, 1387)

ORGANIZATION OF EXPLICIT STOCKS OF KNOWLEDGE

In this field questions are:

1. What kind of knowledge is there in organization?
2. Where is the knowledge located?
3. Organization and its access to knowledge
4. Goals, communication and quality of knowledge
5. Application of knowledge

RESOURCES OF IMPLICIT KNOWLEDGE

Following questions come to the mind:

1. Who are there in the organization?
2. Where are they?
3. What do they know?
4. What do they do?
5. What are they learning?
6.

Analysis of knowledge stock can contain a set of interviews and data collection to reply the above mentioned questions about explicit and implicit knowledge that exists in the organization. By comparing the stock knowledge in organization with analysis related to required knowledge, it's possible to identify the knowledge gaps and prevent of reworking or unnecessary works.

B) Considering the processes

One part of organization knowledge includes the way of their function which recognizes through processes and organizational methods. In this level following questions are considered for every process.

1. What's the organizational processes construction?

The most important thing is the determination of choice spots and quality monitoring in processes, because maturity of tacit and particular knowledge applies in this level. All in all, each process's value cycle of knowledge view should be considered.

2. Who are the used man power and what are their specialties?

3. Which sections of process made mistakenly and how can they be solved?

4. How would the obtained results influence actions and of people and units and in what way?

5. How much and in what way are the resources used in each process (informational systems-equipments-technology and ...)?

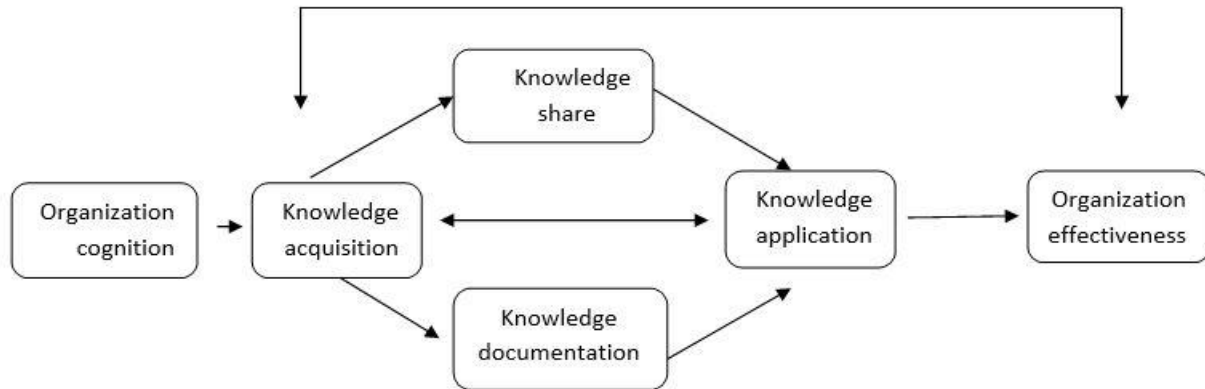
In the past decades organizations gave importance to only the technical knowledge. But gradually it was realized that not only technical aspects of knowledge systems but operational aspects of organizations' processes also are effective for such systems' success. So, one of the fundamental components for success of knowledge systems is analyzing occupations and organizational responsibilities. It is to identify the relationship between activities and organizational occupations. Moreover, probable occupational problems and difficulties are identified as a result knowledge sources which could remove the problems are recognized. (Reza Zade Mehrizi and Etel, 1389)

3-3- tools and methods for knowledge acquisition:

- Training
- Modeling way
- Working Groups
- Flow chart
- Knowledge fair, learning games
- Questions about courses
- Service raining
- Story telling

- Database queries
- Knowledge map

- Documentation...



CONCEPTUAL MODEL OF RESEARCH

The requirement to effectiveness of an organization is knowledge acquisition and getting experience from internal and external resources. Knowledge acquisition and experience is not the only factor for organization's effectiveness, however after knowledge acquisition it should be analyzed and coded, formatted, edited and then given to the personnel. Then it will be synergized and applied to problems, decisions and work processes and thus it will turn to be effective for the organization.

CONCLUSION AND SUGGESTIONS

Every organization needs knowledge and experience to succeed. And to get access to them is possible through application of knowledge process within organizations. On the other hand, knowledge acquisition requires cognition, analysis of organization and its processes. Some of the reasons for the importance of knowledge acquisition are its prevention of error repetition, making organizations more effective, decreasing expenses and time of access to a variety of valuable knowledge inside the organization, and making the organization more dynamic, competitive and knowledge based. In this direction, organizations are suggested to knowledge management for achieving the following goals:

1. Encouragement of revolutionary leadership models; supporting managers as a reinforcement factor of knowledge management; motivating of managers for personal learning as a factor of culture and holding seminars, educational workshop and meetings among organization's staff to reinforce knowledge management in organizational culture.
2. Creation of appropriate atmosphere to perform the management knowledge in organizations.
3. Continuation of knowledge acquisition by science staff and encouraging the staff to share knowledge.
4. Organizational authorities should share their knowledge and experience with others to contribute to

the culture of knowledge sharing, confidency among personnel and the importance of knowledge acquisition for their belief.

5. Education of technological information for personnel.

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